

Round 26 Workforce Training Fund Awards

By Region

<i>APPLICANT NAME</i>	<i>TOWN</i>	<i>GRANT AMOUNT</i>	<i>NUMBER OF EMPLOYEES TO BE TRAINED</i>	<i>TRAINING DESCRIPTION</i>
<i>Western</i>				
Barker Steel Company, Inc.	Westfield	\$48,800.00	75	Barker Steel proposes to implement a Lean initiative that will include comprehensive training for all employees associated with our Westfield and Deerfield manufacturing facilities. We need to provide the same training for both facilities to insure a consistent operational approach. To facilitate the success of this initiative, supervisory training will be provided, including change management strategies, priority and objective setting, as well as Train-The Trainer training for sustainability.
Franklin First Federal Credit Union	Greenfield	\$9,440.00	19	The training plan put forth is designed to enhance incumbent job performance in the areas of supervisory skills encompassing leadership, team building, management and service/sales coaching for 6 supervisors. Additionally, 13 retail branch tellers, member service representatives, and loan service representatives will undergo sales/service skills training that delivers a more proactive value-added consultative service model in step with today's retail banking consumer needs.
HANCOCK SHAKER VILLAGE, INC	Hancock	\$7,255.20	50	HSV proposes 3 two-week long skills training sessions for historical interpretive staff developed by the Outdoor Living History Forum, a national trade group. The program will present new interpretation techniques recently developed by the field and disseminated to outdoor living history museum sites. The sessions include lectures, role-playing, testing and viewing video material. The sessions will be given over three months to accommodate schedule needs of the staff.
Kielb Welding Enterprise, Inc.	West	\$18,800.00	9	NAVSEA S9074-AQ-GIB-010/248 Training, Gap Assessment, NAVSEA S9074-AQ-GIB-010/248 Overview, Process Development Training, New Process and Procedure Training, Auditor Training.
National Vinyl Products, Inc.	Chicopee	\$6,180.00	26	On-Site Resource, Inc. (OSR) will design and implement a workplace English program, for selected employees at National Vinyl Products, Inc. The program will incorporate relevant components from the workforce.
Smith & Wesson Corporation	Springfield	\$133,935.00	650	The training plan is designed to help S&W meet our aggressive growth goals. Earnings were flat for years before a new CEO took over 2 years ago. Now, our earnings are seeing double-digit growth. We plan to grow sales 15% in 2008 & 2009. We are entering new markets - homeland security, the military, and law enforcement. We added 243 MA employees in the past 2 years & are still growing. The training plan has 5 parts: Change Management, Lean Manufacturing, Project Management, Machine Maintenance, & Computer Networking.

Sonicron Systems Corporation	Westfield	\$31,800.00	15	Sonicron Systems would like to establish and maintain an ISO 9001 Quality Management System, becoming ISO Certified. The program includes: Gap Assessment (training that provides the examination of the strengths and weaknesses of Sonicron's existing system and provides the foundation to plan and implement the ISO 9001 Program, and ISO Overview.
<i>Total for region</i>	7	\$256,210.20	844	
<i>Central</i>				
A & J Industries LLC	Uxbridge	\$48,000.00	18	This training proposal will focus on three areas, each of which will give us the ability to grow as a business within the injection molding industry. We will be implementing an ESL program to give our current employees the ability to better communicate using the English language. We will also be streamlining our production with the introduction on Lean Manufacturing Concepts training. Finally, employees will learn to use, operate, and program Computer Numerical Control (CNC) machinery.
Abbott Bioresearch Center	Worcester	\$112,200.00	251	New Leader Training Skills, Leadership Development, Biotechnology Project Management, Manufacturing Operations Management Skills and Personal Development Skills.
Arrythmia Research Technology Corporation	Fitchburg	\$152,879.00	101	Micron Products, Inc.'s training plan provides for proficient skills developed as follows: 10 Managers trained in Intermediate AutoCAD. 20 Staff trained in Continuous Quality Improvement. 15 Managers in Advanced Leadership Skills for Mid-Managers. 15 New Supervisors in Frontline Supervisors. 10 Staff trained as Master Molders. 10 Production employees in ESL improving communication. 15 Employees trained in Train the Trainers. 60 Staff trained in ERP implementation, processing, and software use.
Bel Power Inc.	Westborough	\$50,000.00	65	The training will offer a comprehensive Lean Manufacturing program, through the use of Lean Manufacturing principles and tools. We will introduce these tools to all areas of Bel Power, and employees will participate in hands-on learning in their respective work areas. We will start with a pilot group and use the success of this training to roll it out company wide. All managers will be involved in guiding the training and will participate in all aspects of the program to ensure its success.
Bionostics, Inc.	Devens	\$76,593.00	100	Training will result in skills for: 20 leaders in problem solving 20 admins & leaders in business writing 20 lab staffers in proven practices of lab safety 12 admins & managers in Crystal Reports 20 employees in quality unification 20 supervisors/leaders in project management 20 trainees in Train-the-Trainer 12 production staffers & leaders in ESL 20 staff members in ERP Proven Practices

				20 admins & leaders in master documentation control 20 lead staffers in corrective action process
CURTIS INDUSTRIES LLC	Worcester	\$49,000.00	50	The training plan will cover targeted areas aimed at improving the competitiveness of our manufacturing workforce and processes. The courses will include: 1) Lean 101, 2) 6S-Workplace Organization, 3) Set-Up Reduction, 4) Kaizen (Continuous Improvement), 5) Plant Layout.
Clinton Savings Bank	Clinton	\$99,238.00	106	CSB has developed a program that focuses on four areas that are vital to our growth: Sales, Customer Service, Management Skills and Spanish. Management and Leadership skills are key to the sound performance management, the development of our staff and to the success of our Strategic Plan. Spanish for Banking will focus on developing improved communications skills with customers from the largest growing customer demographic in the area.
ESSENTIAL HEALTHCARE AYER INC	Ayer	\$46,300.00	45	The training program we are proposing includes the following key Areas: Train-the-trainer, Marketing for the Healthcare Professional, Finance for the Non-Financial Manager, Project Management, Effective Business Planning, Management & Leadership, Microsoft Office and Process Improvement.
Hybricon Corporation	Ayer	\$43,300.00	81	The training program we are proposing consists of Sales Training, Managing and Affecting Culture Change, and Customer Relationship Management.
Injectronics Corporation	Clinton	\$44,686.00	52	1) New Thermoforming technology training & certification- 4 employees will first be trained at Sencorp, our OEM, then they will conduct internal training for the rest of our employees via the use of DVDs for company-wide orientation, then provide more specialized training for operators, technicians and tooling positions; 2) Advanced MOTOMAN Robotics Training & Certification - 2 employees; 3)Six Sigma Green and Black Belt Training and Certification including training on Minitab statistical software
Middlesex Savings Bank	Westborough	\$128,325.00	237	There are 4 parts to our plan: 1: People Skills for Customer Service (3 modules, which all branch staff will attend). Modules include Service Oriented Listening & Questioning Skills, Exploring & Resolving Customer Needs/Referral Skills, Managing Strong Emotions. 2: Service-Oriented Selling (CSRs, Asst Branch Mgrs, Branch Mgrs, and Regional Mgrs will attend). 3: Sales and Service Coaching Skills & Workshops (Head Tellers, Asst Branch Mgrs, Branch Mgrs, and Regional Mgrs will attend) 4: In-House Skills Development: Train-the-Coaches/Trainer program
Moduform Inc.	Fitchburg	\$45,000.00	45	The proposed training will train 45 employees in Lean Manufacturing and 1 in Sales Training.
NEW ENGLAND FABRICATED METALS	Leominster	\$43,650.00	30	ISO 9001 - Training is designed to enhance NEFM's current business management system by training NEFM employees on how the basics of ISO, how to develop, implement and audit an ISO based business management system. The bottom line indicator is just that - demonstrating improvement to such. JobBOSS (both external & internal) - The program will train management, clerical, and hourly employees in time collection, estimation, engineering, billing, shipping, and shop floor management.

NEW ENGLAND PEPTIDE LLC	Gardner	\$23,926.00	24	<p>The Lean Training program will consist of the following seven training and project elements:</p> <ol style="list-style-type: none"> Introduction to Continuous Improvement 5S Workplace Organization Value Stream Mapping Visual Control Systems Quick Changeover Standardized Work Six Sigma Green Belt <p>All classes are 80% hands-on training, except Introduction to Continuous Improvement. The philosophy and methods learned from this project will serve as a new skillset for on-going improvements.</p>
RAND WHITNEY PACKAGING CORP	Worcester	\$48,292.00	89	<p>The training focuses on Lean manufacturing courses including Introduction to Lean, 5S Workplace Organization, Value Stream Mapping, Cell Design, Set-up Reduction, Pull Systems, Standardized work and Problem Solving. Employees will participate in 24-40 hours of training and training will focus on key areas of our production facility.</p>
Riverdale Mills Corporation	Northbridge	\$100,045.00	75	<p>Types of training: continuous process improvement, supervisory leadership, fourth shift upgrade and Lean Manufacturing training.</p> <p>We will train welders, schedulers, and supervisors in Lean Manufacturing. *customer service in skills to build and retain customer base *supervisor on skills to help sustain improvements *IT & finance on skills to support overall system.</p>
Saint Gobain - Ceramics Division	Worcester	\$107,616.00	134	<p>The training will focus on Lean Manufacturing techniques and principles. These include: 5S, Value Stream Mapping, Continuous Flow, Kanban, Pokayoke Mistake Proofing, Visual Systems and Problem Solving. Every employee will receive 24-40 hours of training, and will be involved in rolling out the program and tools to their jobs and areas. Teams will participate in the training, and we will address all areas of our facility.</p>
Savers Bank	Southbridge	\$21,535.00	91	<p>The training plan put forth is designed to enhance employee job performance in the areas of supervisory skills including leadership, team building, effective management, and time management skills for 28 supervisors. As well, 6 branch managers along with 2 commercial loan representatives and 1 mortgage loan originator will undergo training on how to conduct outside business calls for the purpose of strengthening the bank's new account development in this important competitive area.</p>
WEBSTER 5 CENTS SAV BANK	Webster	\$130,000.00	158	<p>The plan will include: (1) Leadership Skills and Management Training for all management levels, to help develop the bank's next leaders and to drive cultural change; (2) Sales and Service Connections, bankwide, to build internal and external service excellence; (3) Business Development Skills (Outside Calling) for Branch Managers and Lending Officers; and (4) Sales and Service Process Improvement Skills for a team who will continuously monitor progress and develop more effective practices.</p>
WIREFAB INC	Worcester	\$38,700.00	33	<p>Our training plan includes four elements: 1: Lean 101. Time Wise Workshops will introduce the principles of Lean Manufacturing. 2: Value Stream Mapping (VSM) will focus on material and information flow maps. 3: The 5S Workshop and Kaizen will teach workplace organization by using the 5S's. 4: Set up Reduction and Kaizen will provide training in formal procedure for reducing changeover times.</p>

<i>Total for region</i>		20	\$1,409,285.00	1,785	
<i>North East</i>					
Comcast of Massachusetts 1 Inc.	Chelmsford	\$214,657.00	155	Today, Comcast is the market leader in providing cable services, and we are one of the world's leading communication companies. We have mainly focused on the residential market for video, online, and voice products and services. We recently formed a new Commercial Business to provide our products and services to businesses in Massachusetts. We conducted a training needs analysis with the 155 managers and employees in Massachusetts and we concluded that we require training in the following areas: Sales Training, Leadership & Management Training, Customer Service Training, Project Management Training and Time Management Training.	
Dakota Systems Inc.	Dracut	\$44,000.00	60	Training will involve teaching 60 employees the basic Lean principles to include 5S practices, Value Stream Mapping, Identification of the 7 wastes, Visual Manufacturing , Problem Solving and Kaizen. In addition, a great focus will be placed on the creation of cross functional work teams, aligning team goals with company goals, measuring progress. We plan also to provide the team members with the skills required to work effectively as part of a team.	
EASTMAN GELATINE CORP	Peabody	\$80,340.00	48	Supervisory Leadership: Skills necessary to lead effectively, such as leading by example, developing/motivating employees, effective feedback and conducting performance appraisals. Lean Manufacturing: Skills and methods to achieve smooth product flow without interruption, elimination of waste and striving for excellence. Continuous Improvement Process: Specific methodology to determine causes of operational problems or inefficiency and develop/implement new processes through the use of teams.	
FLIR Systems, Inc	Billerica	\$142,366.00	77	The training focuses on five key areas: 1. Financial Management; 2. Communication and Interpersonal Skills; 3. Management, Leadership and Supervision training; 4. Human Resources Management training; and 5. ESOL.	
HOLYOKE MUTUAL INSURANCE COMPANY	Salem	\$102,630.00	118	Our proposed training plan includes initiatives in customer service and leadership. The customer service design focuses on building strong customer relationships, understanding customers' interaction styles, active listening, communicating with customers, dealing with difficult customers, and problem solving with customers. The leadership design includes management performance, coaching others, goal setting, developing employee potential, and understanding leadership.	
M/A COM Federal Credit Union	Lowell	\$6,610.00	10	The training plan is designed to enhance the skills and performance of employees through the provision of Inside Sales Training (16 hours), Customer Service Training (6 hours), and Effective Communication Skills (6 hours).	
NORTH SHORE BANK, A Cooperative Bank	Peabody	\$28,155.00	43	Our plan provides training for Managers and Supervisors that will develop their skills in effective communication and interpersonal relationships, delegating, dealing with difficult situations, decision making, fostering teamwork, improving employee effectiveness through coaching and mentoring, as well as enhancing personal and departmental productivity through	

				time management and work organization.
NaviSite, inc.	Andover	\$122,545.00	168	1) Leadership & Management Training 2) Customer Service training 3) Project Management Training 4) Time Management training 5) IT Services Certification training.
P M S MFG PRODUCTS INC	Gloucester	\$43,400.00	12	ISO training on Quality Management, Development of Quality Documentation, Implementation of Management System and Internal Auditing for Continuous Improvement. Lean will be deployed in integrated manner with ISO. Goals of Lean, Map Value Stream, Visual Mgt, Error Proofing, Quick Changeover, Standard Operations, One-piece Flow, Kanban, TPM, Lean Metrics. A business-focused Document/Data solution allowing owners to design, manage, deploy, and control documents.
POWELL LLC	Haverhill	\$26,800.00	21	The plan consists of selective Lean elements including 5S, Visual Control, Value Stream Mapping, Kanban and Kaizen. Six Sigma methodologies to be taught are SPC, DMADV & DAMIC.
Symmetricom, Inc.	Beverly	\$105,229.00	120	The plan is broken down into 4 main categories: 1) Product Development classes - chosen to facilitate improved product design and new product implementation techniques for our engineering teams; 2) Continuous Improvement courses to expand the Lean Manufacturing tools used in manufacturing and to provide Statistical Process Control training to production staff; 3) Supply Chain Management classes - to train and develop the key skills the Supply Chain Team needs to be successful; 4) Leadership.
THE PROVIDENT BANK	Amesbury	\$36,750.00	45	This training program, which is further detailed in attachments, focuses on teaching skills to actively & consistently explore customer needs, identify product needs & sales opportunities, follow up for cross-sales, improve customer retention and the overall competitive position of The Provident Bank. The full course descriptions are included. Training will also include teaching coaching skills for in-house training to sustain results and train new hires in the fundamentals of consultative selling.
Tool Technology, Inc.	Danvers	\$44,000.00	17	Lean Manufacturing management system.

<i>Total for region</i>	13	\$997,482.00	894	
<i>Boston</i>				
AHLSTROM LANTOR LLC	Bellingham	\$124,620.00	85	To meet planned business and workforce expansion goals we must provide: 1. Training in implementing modern Lean Six Sigma methods and practices. 2. The leadership training necessary to identify opportunities for improvement and drive organizational change; and supervisory training required to implement Lean Six Sigma on the shop floor and within key support organizations. 3) The advanced maintenance skills needed to maintain and upgrade equipment, reduce breakdowns and eliminate accidents.

AXCEL PHOTONICS INC	Marlborough	\$45,775.00	27	The proposed training plan is a major initiative in the implementation of process improvement systems, sales and marketing techniques, and internal software support. This training plan will assist us in maintaining our recent growth in business and further expand throughout the market.
Agiltron, Inc.	Woburn	\$115,400.00	51	Our training plan is composed of three critical components that will assist us in keeping up with the ever-changing industry, as well as increase our competitiveness and efficiency in managing growth and diversity. These components are: 1) Technical Skills: Fiber Optic Component Manufacturing, 2) Process Improvement, and 3) Interpersonal Skills.
ArQule, Inc.	Woburn	\$21,000.00	98	ArQule's proposed training plan will include: Change Management, Management Development, and Team Building. Change Management will include decision making strategy, continuous improvement to change, and goal-setting. Management Development will include an assessment of managerial skills in order for individuals to determine where to improve and/or develop on a management track. Team Building will enable individuals to learn more about how to be productive in a team setting.
Ascend Technologies, Inc.	Waltham	\$33,475.00	50	Given the nature of our business, our intended training program is multi-faceted and includes Six Sigma, subject-matter within financial services (i.e. derivatives, compliance, portfolio management), peer mentoring, Franklin Covey's execution and leadership programs, and client relationship management. Overall, the purpose of the program is to ensure our consultants increase their range of leading edge skills so that Ascend is competitive with large consulting firms in attracting clients.
Atlas Watersystems, Inc.	Newton	\$38,900.00	35	Atlas Waters' program focuses on the accomplishment of one objective: to implement a new business information system across our entire operation. To support this initiative, training will be provided in each of the modules to be installed: inventory control & equipment tracking, order processing, customer relationship management, job costing, marketing & sales, and report writing. Job reporting training will also be provided by internal trainers to support our job costing and tracking systems.
Bascom-Turner Instruments, Inc.	Norwood	\$35,990.00	23	ISO 9001:2000 Training Plan with Training Schedule: 1). Mgt. Planning (3/07) 2). Gap Assessment (determine weaknesses) (3/07). 3). ISO 9001 Overview (introduce requirements and responsibilities) (3/07) 4). Procedure Development (create policies/procedures)(4-7/07). 5). New Procedure Training (train employees in responsibilities) (7-8/07). 6). Auditor Training (train auditors, perform audits, correct problems) (8-9/07). 7). Measurement, Analysis & Improvement (9-10/07). 8). Obtain Registration (12/07).
Boston Centerless, Inc.	Woburn	\$37,358.00	46	Boston Centerless, Inc. (BC) started its journey towards world class manufacturing excellence in 1995. The demand from customers for improved product with quicker delivery for lower prices is a constant. Corporate leadership realizes the need to continually refine the direction of the corporation. We must address the crisis facing today's manufacturing industry. We are facing an aging workforce, tighter labor markets, shortages in skills and experiences, and shortages in workers.
Commercial Cleaning Service, Inc.	Boston	\$61,550.00	182	The focus of this training is to provide a comprehensive knowledge of managing all aspects of a business. The training will teach the skills needed to effectively manage people and projects in today's workplace. Attendees will learn how to establish credibility with their direct reports. Participants will also learn how to better understand the basics of communications, leadership, conflict resolution, financial measurement, performance measurement, coaching,

				and organizational excellence.
Dow Industries	Wilmington	\$8,060.00	7	Dow Industries proposes to offer ESOL training for seven entry-level workers in production for two hours per week for thirty weeks. The proposed training is designed for our immigrant population at both of our Wilmington facilities to improve employees' English literacy. The training will assist employees in improving their listening, speaking, and English writing skills and incorporate vocabulary relevant to the workplace.
E INK Corporation	Cambridge	\$115,700.00	123	Our training plan includes: 1) Six Sigma training leading to green belt certification; 2) White Belt Six Sigma training for front-line employees and project team members to understand Six Sigma tools; 3) Black belts to solve complex problems and act as in-house consultants; 4) Project Management training to effectively manage our projects; 5) Mixing technology course to increase technical skills for operators and professional staff.
First Trade Union Bank	Boston South	\$41,563.00	50	IMPACT Leadership: This course will consist of 8 four-hour sessions which include: conflict management, conflict resolution, leadership development, performance management, continuous improvement, and coaching. Each class includes live instruction, role play, and group exercises utilizing the Impact Leadership coursebook.
HAYES PUMP AND MACHINERY CO INC	Concord	\$61,605.00	47	Leadership: Training in basic leadership skills, coaching and mentoring, decision making and dealing with change. Communication skills for all employees: Verbal/written, email etiquette. Continuous Process Improvement: Evaluate processes & Develop new processes for efficiency & elimination of waste. Business Process Documentation: Standardize and document processes with training and cross-training. Customer Service: New service unit; dealing with problems, listening skills, call handling.
HORIZON AIR SERVICES INC	Boston - East	\$48,600.00	81	Mgt: Will focus on teaching skills needed to manage all facets of a business. Modules will cover communication, conflict mgt, leadership, teamwork, coaching, and organizational excellence. Cust Serv: Modules will cover communication and listening, systematic approaches to customer service, and managing conflict. Lean: Modules will cover value stream mapping, standard operating procedures, performance measurement and process flow. See the attached course curriculums.
Hebrew Rehabilitation Center for the Age	Boston -	\$246,452.00	19	HRC plans to provide LPN training to 16 low wage employees, the majority of whom currently work as nursing assistants. We also propose training 3 of our current LPNs to become RNs in an ADN program. All academic programming will be provided by MassBay Community College (MBCC).
				(Our current agreement with MBCC involves a first cohort of 22 LPN students-the proposed training and funding is designed for a second cohort, and will not be used in any way to fund the activities of the first.)
INDEVUS PHARMACEUTICALS INC	Lexington	\$34,850.00	31	We are focusing on improving managerial leadership skills, with particular emphasis on the improvement of business communication behaviors. Secondly, because our product portfolio is produced by outsourced manufacturing facilities, our QA staff exercises the quality control process cooperatively with these strategic partners. As such, improving our skills in Quality System Auditing, Supply Chain Management, and TQM will strengthen our achievement of desired results over current metrics.
Ingleside Corporation	Norwood	\$27,600.00	9	ISO 9001:2000 Training Plan with Training Schedule: 1). Mgt. Planning (project planning, Gantt/Milestone charting, ISO activity assignment/completion, project design review, delegation, effective communication). 2). Gap Assessment (examination of strengths and

				weaknesses of existing system, which will provide the base the ISO 9001 training program). 3). ISO 9001 Overview (so employees understand the rationale for implementation, their responsibilities, now and into the future). 4). Procedure Development
LANDRY'S INC	Natick	\$19,200.00	15	The proposed training is for Team Leadership. As a growing company with 4 retail stores in Massachusetts, we need help in learning how to work together better from separate locations as a cohesive management team to manage our 70 employees half of whom are part-time workers which is critical to our continuing growth plans.
LINKAGE INC	Burlington	\$60,147.00	60	Our plan has 3 main components: 1) Sales Skills: Solution Selling, Basho Sales Workshop, and Consulting Skills. 2) Advanced Software: MS Dynamics-Solomon, Admin. MS Sharepoint Server, and MS Visual 2005, and 3) Project Management.
MELROSE COOPERATIVE BANK	Melrose	\$27,000.00	20	Sales & Service Culture Training at Melrose Cooperative Bank will highlight the correct sales procedures and techniques which are used at successful financial institutions. The training will focus on the importance of superior customer service in a successful sales culture. This program will help foster a committed sales and service team providing for the long term success and viability of the Bank, and our continued presence as a strong, local provider of financial services in our community.
NATL BRAILLE PRESS INC	Boston - South	\$49,951.00	46	Our braille production is old-fashioned and must be overhauled to restore our competitive position. Lean Manufacturing training with value stream mapping, supply chain improvement, and convergent thinking and continuous activities in improvement and training will be the cornerstone of this overhaul. Critical supplemental training will include ESL for Cambodian staff, computer skills for blind staff, advanced macro applications for Braille transcribers, and supervisory skills for managers.
NEEDHAM ELECTRIC SUPPLY CORPORATION	Canton	\$108,396.00	107	Needham Electric Supply Corp (NESCO)is requesting funding to do the following training: 1) Lean Operations including - Lean 101, Value Stream mapping & Kaizen activities; 2)Radio frequency, bar coding; 3)Leadership - change management, mentoring, interviewing, fostering innovation, train the trainer program; 4)Supervisor - basic supervision, communication skills, team building.
OUTCOME SCIENCES INC	Cambridge	\$143,350.00	64	The training program we are proposing consists of Advanced Computer Training; Quality Training; Conflict Management, Project Management, Presentation & Communications Skills, Customer Service Training, Teambuilding, Healthcare training, Change Management & 360 Feedback Training and Supervisory Training
Reading Co-operative Bank	Reading	\$67,875.00	62	There are 3 objectives to our training plan: 1) Team building focuses on building a sales team, working to improve business processes, and communicating effectively as a team; 2) The sales training component emphasizes dealing with difficult customers, consultative selling, closing the sale and answering objections, and prospecting for new customers. 3) Leadership development includes report writing and data maining, performance management, coaching for results, and motivating others.
Seaboard Bindery, Inc.	Woburn	\$38,100.00	22	The proposed training consists of three training activities. The first element will be "Leadership/Management/Planning/Strategy" training. Managers will be trained in the technical, leadership, and planning elements required to make the training program a long-term success. The second element is "Lean Manufacturing" training for all employees. The third element will consist of "Kaizen" training focusing on four manufacturing and two office processes.

THE BOSTON PHOENIX, INC.	Boston - Allston	\$105,900.00	125	Our training plan will be based on two separate initiatives. The first will be a comprehensive initiative in Sales Management and strategies, along with an overall Sales Skills Development program. Second, courses in Management Skills pertaining to our needs in Leadership Development and Communications.
Walchem Corporation	Holliston	\$39,200.00	51	The scope of Walchem Group's training will focus on the implementation of an improved quality system, meeting the requirements of the internationally-recognized ISO 9001 standard. Training will include an overview, quality system, procedures and implementation, auditing and corrective action practices as well as assessment and registration activities.
XENON INC	Wilmington	\$29,600.00	38	The training plan is primarily based on what is needed for Xenon to achieve compliance to the Quality Standard ISO 9001. The elements of training include: executive management training in the implementation of ISO 9001; employee training on the standard; team implementation training on the required processes, systems and documentation; training of internal ISO 9001 auditors, problem solving and project management.
<i>Total for region</i>	28	\$1,787,217.00	1,574	
<i>South East</i>				
AUTOCAM GREENVILLE INC	Plymouth	\$28,500.00	93	The training plan is based on what is needed for Autocam Medical (AM) to maintain compliance to the Quality Standard ISO 13485 and to establish the continuous improvement required to remain competitive in a changing marketplace. The elements of training include: exec.mgmt implementation and continuous improvement,employee overview trng, team implementation trng on the required processes, systems and documentation; trng of internal auditors, corrective action and project mgmt trng.
BUILDING #19, INC	Hingham	\$195,448.00	310	Training will introduce employees to Lean manufacturing & mgt. tools to help Building 19 improve its administrative, warehouse and retail operations. By training employees on these tools, we will help them better manage their daily tasks by helping them to define and remove waste from their jobs. The result will be an increase in efficiency and productivity in every department. Training will cover three warehouses and a key team from selected stores to demonstrate the success of this training.
Boston Financial Data Services, Inc.	Quincy	\$141,825.00	208	The training program we are proposing is focused on building workforce capability, talent management, and development of our current and future leaders. The training will be offered to everyone from front-line associates through the senior management ranks and is focused on Change Management, Communication Skills, Team Building, Strategic Thinking & Consultative Skills, Decision Making, Conflict Management & Influencing.
CAPE COD POTATO CHIP COMPANY INC	Barnstable	\$100,531.00	125	Our company's proposed training plan will include: 1) Technical training for all skilled positions including maintenance mechanics and machine operators; 2) 5 S training and business concepts training for all distribution, administrative and operations employees; 3) management and leadership training for all who supervise and lead employees; 4) ESOL training for front line production and warehouse employees. Our main goal is to prepare the workforce for continued organizatinal change.

COLUMBIA ELECTRIC SUPPLY	Brockton	\$48,900.00	53	IMPACT Selling: The students will learn skills for effective questioning and mining techniques during the social, discovery, qualifying, and confirmation phases of selling. The skills necessary to identify customer buying motives and the skills to align features and benefits to these motives, as well as techniques for closing. IMPACT Customer Service Training: Students will learn problem solving skills, effective communication and listening, and customer management skills.
Davico Manufacturing	New Bedford	\$25,250.00	31	We are expanding and moving our facility and introducing our first major equipment purchase in many years, a waterjet table cutter. The proposed training is focused on using Lean principles to help us design our new manufacturing facility, with the goal of optimizing flow and incorporating new product lines and equipment in our workplace.
Draka Cableteq USA, Inc.	Taunton	\$49,140.00	215	Draka Cableteq MA's goal is to implement SAP and ERP in 7/07. All employees will utilize SAP. Training Obj #1: iTelligence will provide ABAP training to our Business Applications Dept.to learn: 1/SAP's report writing capabilities and 2/system maintenance techniques. Training Objective # 2: iTelligence will provide all training/materials to designated employees, who will serve as internal trainers. The internal trainers will train the entire workforce on their job-specific SAP module(s).
FLEXCON INDUSTRIES TRUST	Randolph	\$110,960.00	103	Flexcon will train our entire team on Lean manufacturing concepts. The program will cover our manufacturing operation as well as all supporting departments and include our entire team. We will begin in our production area and include employees from all areas to help them better understand how their role impacts daily production. The program includes a number of courses from basic lean concepts to more advanced tools such as value stream mapping and Pokayoke-mistake proofing.
J. Calnan & Associates, Inc.	Quincy	\$75,600.00	60	Lean Enterprise Training Program
NORTH ABINGTON CO OP BANK	Abington	\$35,310.00	27	Training will focus on sales & customer service skills for our entire staff. Because the banking industry is becoming more sophisticated and competitive, we find our business model is lacking the contemporary edge required to compete with the larger banks. Our plan is to supply our staff with the knowledge and tools to communicate more effectively with our customer base. This training will benefit both our employees and our customers, as well as positively impact our bottom line.
PFR ACQUISITION LLC	Fall River	\$47,500.00	85	MA MEP will provide initial training on lean manufacturing techniques to all employees in four 20-22 person sessions. MA MEP will then direct two value maps, one for each distribution channel. The maps will focus on six key areas: (1) Trade Order Entry (2) Retail Order Entry (3) Commercial Order Entry (4)Window Assembly (5)Prefinish and (6) Warehouse. Mapping will identify areas in each process which (1) contribute to errors in later process steps, and/or (2)do not add value to the product.
POLYMER CORPORATION	Rockland	\$48,300.00	46	The training plan is focused on implementing Lean manufacturing in our workforce. The training initiative will involve all employees. The plan includes leadership development, which contains a train-the-trainer component. There is also included training specific to technical advances in injection molding through UMass Lowell. Finally training in basic Lean manufacturing concepts, 5S, Value Stream Mapping, Set Up Time Reduction, Problem Solving. We plan on starting the training in June 2007.

SENTIENT JET MEMBERSHIP	Weymouth	\$240,418.43	185	We are focusing on four strategic training initiatives over the next 18 months. These initiatives are focused on improving client service which is key to our success. These initiatives are: Advanced training in operations, Advanced safety training, leadership training and training in new commercial and international operations. We believe these initiatives will give our employees new skills designed to improve both their performance and career options here at Sentient.
Sapphire Engineering, Inc.	Bourne	\$26,765.00	8	The intended training plan is for consulting, training, pre-assessment audits, and related materials that are required to give the company's employees sufficient understanding of the requirements of ISO 9001. There will be total of 8 employees who will specifically trained by consultants to become internal auditors to the ISO program requirements. Training will consist of individual training of ISO requirements, how to document a quality system, walkthroughs of the company to find gaps between
Seekonk Manufacturing Company, Inc.	Seekonk	\$39,000.00	26	ISO 17025 Training (program includes Gap Assessment, ISO 17025 Overview, Management Planning Workshop, Procedure Development Training, New Procedure Training, Internal Auditor Training, Corrective Action Training, Measurement, Analysis & Improvement Training, Preparation for ISO 17025 Audit) with the final result being a fully documented, understood ISO 17025 System, with registration to ISO 17025.
Supply New England, Inc.	Attleboro	\$66,292.00	98	The training plan focuses on (1) Sales/Management Training; which will include building rapport with customers, generating product interest, providing solutions, uncovering opportunities, planning for success, mastering the selling process, etc. (2) Distribution Management System training will train employees to increase productivity, revenue and profitability by improving their ability to manage critical business components such as order processing, inventory control, accounting, purchasing
TEKNOR APEX COMPANY	Attleboro	\$48,500.00	63	The training plan is to train members of the Teknor Apex organization on concepts and practices for lean manufacturing. The plan has been jointly developed between teknor Apex and the MassMEP and includes Lean Overview, Value Stream mapping, Team Involvement Problem Solving, Kaizen, and 5S.
WEYMOUTH CO-OPERATIVE BANK	Weymouth	\$39,982.00	40	There are two parts to the proposed training plan. 1. The sales training design focuses on consultative selling, answering objections, selling customer service, understanding customer interaction styles and dealing with difficult customers. 2. The team building design will provide training in building a sales team, communicating as a team, and working together to improve business processes.
Total for region	18	\$1,368,221.43	1,776	
Total	86	\$5,818,415.63	6,873	